



Washington State Information Technology Performance Report

July 1, 2003 through June 30, 2005



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This report is submitted to the Governor and Washington State Legislature in compliance with the Department of Information Services' enabling legislation (RCW 43.105). It summarizes the State of Washington's management of Information Technology during the 2003-05 Biennium.

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Washington State Information Technology Performance Report

Moving Washington Forward

Introduction

Improving citizen access to government services was the goal of Washington State during the 2003-05 Biennium and continues to be a top priority. State agencies collaborated to bring that goal to reality during the 2003-05 Biennium largely through effective Internet-based government to citizen and citizen to government applications.

Washington's state government is one of the largest and most diverse organizations in the Pacific Northwest. State agencies provide a wide variety of public services to all regions of the state. The effective delivery of these services depends upon the utilization of proven, efficient, and secure information technologies.

Individual citizens and businesses have continued their increased use of the Internet and other online technologies. In turn, they expect improvements in the effectiveness and efficiencies of state government agencies. During the 2003-05 Biennium state government delivered on these expectations.

With the combined leadership of the Governor, each of the separately elected officials, the Legislature, and the judicial system, we will continue to improve productivity through information technology.

This performance report reviews the information technology initiatives that have been implemented to position Washington State to successfully compete in the global marketplace.



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Report Summary

Improving access to government services and increasing the efficiency of government operations has been a long-term strategy for the State of Washington. Governor Christine Gregoire, her predecessors, and the Legislature have been strong leaders guiding the effective delivery of services through proven, efficient, and secure information technologies.

During the 2003-05 Biennium Washington State agencies continued responding to the growth of the Internet through improvements in the delivery of services to citizens, businesses, and other government agencies. These services are increasingly based on better business processes and enhanced Web or Internet applications.

Strategic Accomplishment: Core State Infrastructure Has Been Built

As outlined in the State of Washington's Strategic Information Technology Plan, state government has built a solid, cost efficient information technology (IT) infrastructure to provide "effective government operations and public service."

The core state infrastructure includes three major networks: the State Government Network (SGN), the Intergovernmental Network (IGN), and the K-20 Education Network. These networks seamlessly connect people with each other, with educational institutions, businesses, and government.

As a result of this extensive system of information technology assets, agencies have been able to provide greater access to government through electronic applications.

Effective Agency Management of IT Expenditures

The Governor's Priorities of Government initiative continued to identify key agency IT investments during the 2003-05 Biennium.

Agencies have made significant progress in improving their business processes and the use of IT to meet the continued demands for more efficient government. Agencies directly manage their IT functions, including major IT projects. The Information Services Board (ISB) and Department of Information Services (DIS) have statutory oversight responsibilities of major IT projects.

Agencies managed over 4,800 IT employees and total biennial expenditures exceeding \$1.5 billion, or 2.9 percent, out of a total state operating and capital budget of \$53.5 billion¹. During the 2003-05 Biennium, the budget levels of major IT projects that required oversight by the ISB and DIS totaled \$424.5 million. Twenty-two projects totaling \$365.2 million continued into the 2005-07 Biennium. During the budget period, there were a total of thirty-three major IT projects, managed by twenty-one agencies.

Awards Recognize Value of IT Investments

In addition to the state's receipt of the Sustained Leadership Award in 2002 and ranking second in the 2004 Digital States Survey, agencies received four additional major awards. These awards highlight the benefits citizens and businesses receive from Washington's IT initiatives.

1. Office of Financial Management: <http://www.ofm.wa.gov/databook/finance/gt01.asp>

Quality and Reliable IT Infrastructure

The state's robust, reliable IT infrastructure serves nearly 700 agencies and eligible organizations. The IT system includes:

- The State Government Network (SGN) is a private secured Internet protocol (IP) intranet for Washington State government organizations. The SGN provides Washington State government with a shared, fault-tolerant, economical network to meet the diverse business needs of government.
- The Intergovernmental Network (IGN) provides a single dedicated communications link between state agencies and cities and counties in Washington that require critical secured access to organizational databases.
- The K-20 Education Network is a high-speed telecommunications network that provides Internet, Internet 2, live two-way videoconferencing in all of Washington's public educational sectors, and also connects the schools with one another.

Agencies Managed Over \$400 Million in Major IT Projects

Individual agencies have the primary responsibility for their IT projects and budgets. To maximize project success, agencies work with DIS and the ISB to determine levels of risk, severity, and oversight.

Major IT Projects:

- Thirty-three projects managed by twenty-one agencies
- Project budgets totaling \$424.5 million
- Three completed projects
- One canceled project
- Twenty-two projects continued into the 2005-07 Biennium with budgets totaling \$365.2 million

Managing the IT Portfolio

Agency IT and business leaders manage the relationship between agency business functions and the adoption of technology.

Adopted in 1999, the state has used a portfolio-based approach to managing the assets and business of IT. The IT Portfolio Management System is a set of standards and methodologies to improve decision-making for investments in IT. The system was upgraded in 2002, including the ePortfolio Management system, an online system to report and track IT assets, financial data, and other information.

Interagency Collaboration

During this reporting period agencies engaged in numerous collaboration opportunities including:

Washington Computer Incident Response Center

The Washington Computer Incident Response Center (WACIRC) established processes for computer security-related emergencies that cover reporting, response, and security alert and advisory information. In the December 2003 issue of Information Security magazine, a Tech Target publication, WACIRC was selected as the best government response system.

Emergency Services and Interoperability of Radio Frequencies

The State Interoperability Executive Committee's (SIEC) membership includes state and local agencies. The SIEC is responsible for developing and implementing statewide interoperability standards and policy and for managing the considerable investment in radio communications facilities and spectrum licensed to the state to assure economic efficiencies by coordinated planning, development, and management. The SIEC was formed as a permanent committee of the ISB by the Legislature effective July 1, 2003.

Justice Information Board

The Justice Information Board (JIB) is a working alliance of state and local criminal justice agencies dedicated to improving public safety by providing criminal justice practitioners with complete, timely, accurate information and improving operating efficiency by facilitating the integration of disparate IT systems throughout the state.

Enterprise Architecture

An enterprise IT architecture provides the framework to more effectively guide business decisions and improve efficiencies in the use of technology. Key agency representatives joined an effort to develop a state architecture.

Project Management Framework

As a means to improve the capability of IT employees, IT leaders from several agencies collaboratively developed the Project Management Framework (PMF). The PMF is a set of simple, easy to use tools designed to promote best practices in managing Washington State's IT projects.

SmartBuying

The Governor and Legislature adopted SmartBuying as part of the 2005-07 Biennial Budget in an effort to improve the way state government acquires goods and services. This program will allow state agencies to achieve significant savings by taking advantage of bulk discounts, making purchases that meet minimum standards to avoid rapid replacement, and other purchasing best practices.

Small Agency Initiative

The small agency initiative is a cooperative effort to provide specialized assistance to smaller state agencies. This effort is coordinated through the Office of Financial Management, General Administration, and DIS. This initiative saved the state approximately \$92,000 during this reporting period.

Enterprise Active Directory

Through the use of Microsoft Windows 2000 Active Directory, network associated resources can be shared by many agencies. The agencies can participate in a single enterprise view of the network. Enterprise Active Directory (EAD) allows the state to optimize resources and turn its attention toward shared access to applications, software, and services. Implementing shared environments creates opportunities for agencies to share resources and will ultimately reduce costs.

AMBER Alert

The public/private partnerships of law enforcement, the broadcast media, private corporations, Washington State Patrol (WSP), and DIS resulted in the AMBER Alert portal which enhanced efforts to recover abducted children. Law enforcement, broadcasters, interested members of the public, and neighboring states are now notified more quickly of an AMBER Alert. The portal provides detailed information and photographs to help locate missing children.

Customer Advisory Board

The Customer Advisory Board (CAB) provides recommendations to DIS and serves as an important forum for the interchange of ideas and best practices between the state's IT leaders and individual agency staff members.

Washington State Geographic Information Council

Washington State Geographic Information Council (WAGIC) serves as a technical forum for state, federal, and local jurisdictions to jointly explore common solutions to shared geographic information issues. It includes a broad spectrum of partnerships including DIS, cities, counties, other state agencies, and various federal government agencies. During this reporting period WAGIC, in concert with the Information Services Board, developed new GIT technical standards and updated the strategic plan.



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The Vision

Governor Gregoire has set the goal for government to help position Washington's products, services, and agriculture to be effective competitors in the global marketplace. IT can assist in this effort through more efficient and effective access to government. To ensure her vision is met, she has tasked the state Chief Information Officer (CIO) with three primary responsibilities: continue providing quality and reliable services; share accountability with agency directors for the success of major IT projects; and provide IT leadership that will take Washington's IT program to the next level. The continuing improvements to customer service and expansion of Internet-based applications are leading the way in meeting these goals.

The Legislature, Governor, and other authorizing bodies have long held that IT can play a vital role in increasing the efficiency of operations. This intent and direction have been codified and placed into policy. Most notable was the creation of the Information Services Board (ISB) and the Department Information Services (DIS) in 1986. In 1992 the ISB adopted the Transmission Control Protocol/Internet Protocol (TCP/IP) as the Internet-networking standard for interoperability among Washington State's electronic applications.

Through the authorizing environment's vision, leadership, and support, agencies have implemented significant Internet-based technologies, leading to the state of Washington continuously receiving the Digital Government awards by the Center for Digital Government.



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Information Technology Plan

An important objective of Washington State agencies is to improve services through the effective use of technology. The State's 1996 Strategic Information Technology Plan, including two plan updates, Digital Government Plans 1.0 and 2.0, have provided the blueprint for building and improving technology.

The following highlight the state's Strategic IT Plan²:

IT Mission – Effective Government Public Service

The state of Washington must optimize, coordinate, and deploy state information technology resources to support and enable effective government operations and public service.

Vision of Government Serving Citizens – Seamless Services

Importantly the ...Strategic Plan defines the Vision for future state services:

“...a seamless statewide infrastructure for information technology. This infrastructure should enable citizens to obtain state services without regard to bureaucratic or organizational boundaries.”

Goals – Improve Services through Responsive IT

- Improve service delivery to the public through the use of information technology
- Make information more accessible through an affordable, shared, and widely used information technology infrastructure
- Use information technology to respond quickly to changing business requirements
- Invest in people, tools, methods, and partnerships necessary to improve the knowledge and skills of the human resources within the IT community

The Strategic Plan outlined the key strategy to build “a partnership” between each agency’s business purposes and technology that would expand “across agencies to improve collaboration in planning and to promote greater sharing of data and information resources among state organizations.”

Seamless Services

Government’s focus has changed from multiple points of contact with various government agencies to a single point of contact that is organized around the life events of citizens and businesses. Multiple state agencies, legislative, judicial branches, and selected parts of federal and local government can all be virtually coalesced online into a single enterprise dedicated to delivering services to citizens in the most convenient manner possible.

The Digital Government Plan 1.0 established the vision for government, introduced the concepts for IT governance, laid a blueprint of its infrastructure needs, and identified the early applications that, together, set the agenda for the first set of projects. The Digital Government Plan 2.0

2. The original Strategic IT Plan was developed in 1993, revised in 1996, and amended by the adoption of Digital Government Plans 1.0 and 2.0 in 1999 and 2000, respectively.

centered on interlocking elements of digital government including the policy and management framework, the government infrastructure, and the rapidly expanding IT applications portfolio.



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Results Based upon Strategic IT Plan

The Strategic IT Plan encouraged collaboration and systems integration. This methodology has been basic to maintaining and improving the state's IT systems. This approach has been based upon the continuing leadership of the Governor, state agencies, and the Legislature.

Guided by citizen and business use of the Internet as well as the need to improve business processes, agencies continued to adopt online applications and improve their technology systems during the 2003-05 Biennium.

Serving Businesses and Citizens

During the last several years, agencies have effectively built Internet-accessible services, interactions, and transactions that are convenient, secure, easy to use, and responsive to Washington's needs.

The core state infrastructure includes three major networks: the State Government Network (SGN), the Intergovernmental Network (IGN), and the K-20 Education Network. These networks seamlessly connect people with each other, with educational institutions, businesses, and government.

During the 2003-05 Biennium, the fifth and sixth years of the new Internet-based government services delivery model, Washington State agencies continued responding to the growth of the Internet. By broad adoption of new technology solutions, agencies in all branches of government have effectively improved services to citizens. Agencies continue to adopt improved services for citizens, businesses, intra- and intergovernmental purposes. These services are increasingly based on better business processes combined with enhanced Web or Internet applications.

The state's successful transition to Internet based services has been a careful, coordinated planning effort to ensure interoperability, ease of use, security, and the wise investment of public resources. Many agencies have begun to adopt enterprise architecture principals that view state government as a single enterprise. This approach is based on a "build it once" policy in which agencies avoid duplication of effort, adhere to common standards, and utilize a common infrastructure to better serve Washington's needs.

Effective Agency Leadership and Management

As agencies continued deploying new applications, they also effectively managed the state's IT resources. The executive branch, statewide elected officials, Legislature, and judicial branches were effective leaders in improving government services and converting services to the Internet based delivery model.

Agencies have made significant progress in improving their business processes and using IT to meet the continuing demands for more efficient government. Agencies directly manage their IT functions, including major IT projects while the Information Services Board (ISB) and Department of Information Services (DIS) have statutory oversight responsibilities of major IT projects. In early 2005, Governor Gregoire highlighted her expectation that major IT projects execute successfully by announcing joint accountability of the state's CIO and agency directors for those projects and also highlights their status quarterly at Government Management and Accountability Program (GMAP) forums.

Agencies Managed Over \$1.5 Billion in IT Expenditures and over \$400 Million in Projects

Reporting agencies³ managed over 4,800 IT employees and total biennium expenditures of \$1.5 billion, or 2.9 percent, (Table 1) out of a total state operating and capital budget of \$53.5 billion. Twenty-one agencies managed thirty-three major IT projects during the biennium. The budgets for these projects totaled \$424.5 million and included direct project oversight by the ISB or DIS.

The reported expenditure of more than \$1.5 billion in the 2003-05 Biennium for computing, telecommunications, related services, and operational support has remained relatively stable since the mid-1990s.

IT expenditures during the 2003-2005 Biennium

Table 1.
IT expenditures for the
2003-05 Biennium

Category	Expenditures (in millions)	Percentage of IT Expenditures
Hardware Purchase and/or Lease	\$204,830	13.3
Hardware Repairs and Maintenance	\$34,828	2.3
Software Purchase and/or Lease	\$74,643	4.8
Software Enhancements and Maintenance	\$46,673	3.0
Telecommunications	\$166,104	10.8
Data Processing Services	\$117,265	7.6
Personal and Purchased Services	\$195,430	12.7
Other Major IT Expenses	\$28,154	1.8
Salaries and Benefits	\$663,271	43.1
Professional Development of IT Staff	\$8,642	0.6
TOTALS	\$ 1,539,840	100 %

Online Applications

Agencies have deployed over 450 online Web applications for both the public and “back office” use by state employees and business partners. The major categories of these online applications are:

- Information, Training, Education
Information on state and local governments accessed through Access Washington™, traffic reports, health care professionals, job searches, and online K-20 instructional courses.
- Purchases/Payments (transactions)
Filing and payment of business taxes and reports such as business and occupation taxes, sales taxes, worker’s compensation insurance, employment taxes, and campsite reservations. During Fiscal Year 2004, 70,274 employers electronically filed 2.1 million wage records. Eighty-two percent of all wage data was filed electronically.
- Interactive Application for Licenses, Permits, Employment, or other items
Vehicle licenses, business licenses (including all necessary state licenses and business licenses for selected cities), arranging for electrical construction permits and inspections,

3. Reporting agencies are detailed in Appendices A and B.

filing for unemployment benefits, and submitting online employment applications. Today at the Department of Licensing 45-50 percent of all new business licenses are filed on-line.

The Department of Labor and Industries (L&I) automated electrical contractor licensing by which over 22,000 businesses obtain licenses and renewals electronically. L&I has developed additional permitting and field inspection applications.

Since it first delivered an Internet-based online business licensing application, the Department of Licensing (DOL) has deployed others, including the new Vehicle Tabs and Driver License Renewal applications.

- Online Filing of Reports, Business Taxes, and Professional Licenses
The Public Disclosure Commission (PDC) provides online support for candidates, political campaigns, lobbyists, and public officials to track and electronically file their financial reports as required by RCW 42.17. The PDC has received national honors for its campaign disclosure program.

During a single quarter in Fiscal Year 2004 the Employment Security Department's (ES) Unemployment Insurance FastTax Web application processed 82% of all wage data representing 70,274 employers and 2.1 million wage records. ESD went on to automate the electronic funds transfer process for tax payments.

The Office of the Insurance Commissioner (OIC) developed and implemented its Real Estate Agent and Broker licensing system. Currently, 15,000 agents and brokers (90% of all agency and brokers) renew their licenses on-line. OIC collects \$14 million online, saving agents, brokers, and the state significant time and effort over prior manual processes.

- "Back Office" or Internal Applications
Government employee self service applications (i.e. time sheets, leave requests, budget projections, travel expense reports, employee benefits).

Public Use of the Internet

More than 63 percent of American adults (163 million) use the Internet, according to a Pew Internet and American Life Project data memorandum, titled "The rise of wireless connectivity and our latest findings," released in April of 2004. The memorandum revealed that 73 percent of American adults use computers, 55 percent of Internet users go online during a typical day, and 53 percent of Internet users have used the Internet for six or more years.

Access Washington™

Access Washington™ (<http://access.wa.gov>) is the official state government Web site providing easy access to state and local government information and services. This Web site offers online government services to businesses and citizens and allows customers to interact with the state as a single enterprise, although they may be accessing services from multiple agencies.

According to a report issued by the Pew Internet Project, "Counting on the Internet," the number of Americans using the Internet to find out about government services has grown substantially since Pew's first inquiry on this topic in March 2000. At that time, 47 percent of Internet users sought information from state, local, or federal government Web sites. Factoring in the growth of the Internet population, this means 71 million Americans went online to find government information by mid-2002. The Internet is becoming the first choice for most people when accessing government information:

- 57 percent of online users report that they visited a government Web site and 74 percent of these people say they will go online the next time they need government information

- 65 percent of Americans expect to find government information online and four out of five Internet users expect to find government information on the Internet
- Approximately 71 percent of Internet users say that they “always” or “most of the time” find what they are looking for when they go to federal, state, or local government Web sites
- Nearly one in five Internet users indicate they would look to the Internet first for government information

Access Washington ensures the public can quickly get to information and services for more than 130 state agencies, boards and commissions, and more than 240 political subdivisions across the state.

Since the summer of 2003, Access Washington has featured state agency content in six foreign languages: Spanish, Russian, Vietnamese, Korean, Chinese, and Cambodian. Languages were selected based on state census information and existing available Web content. With the launch of these pages, non-English reading citizens have quick access to state information available on the Internet, such as voter registration information and worker rights.

Use of Access Washington increased during this reporting period:

- Total page views increased 7,399,596 or 32 percent
- Total visitor sessions increased 1,245,270 or 19 percent

Search Engine: Ask George™

Ask George is a natural language search tool for the state’s Website, Access Washington. This search engine allows users to obtain information and services about all state services and information by asking questions in plain English. Ask George returns relevant answers to questions asked by Access Washington users.

Currently, the state leverages the search tool to answer citizen questions by scanning approximately 300,000 state Web pages and all those of the 39 counties and more than 200 city and town Web sites.

During Fiscal Year 2005 there were over 1.9 million inquiries or 8,000 inquiries each business day.

Secure Web Site: Transact Washington™ and SecureAccess Washington™

Transact Washington and SecureAccess Washington are secure Web sites that allow secure transactions and interactions between businesses or citizens and government agencies. This provides a secure method for accessing state applications over the Internet.

Registered individuals or businesses can conveniently and securely logon to the secure Web sites by using a single, electronic credential to conduct multiple business transactions with Washington state government. Citizens can choose from an online array of sophisticated, secure, high-value services. For example:

- Medical providers can maintain and exchange sensitive medical records
- Attorneys and caseworkers can share Workers Compensation Claims data
- Individuals and businesses can file taxes, fulfill reporting requirements

Reduction of Duplicate Systems

Agencies locate their secure services behind the Transact Washington and SecureAccess Washington gateways and maintain control of their own applications while relying on the gateway to manage identification and authentication. Without the common security framework, each agency would be required to dedicate resources to ensure that updates in technology and new coding requirements remained current in each application. By placing applications behind the secure gateways, agencies can rely upon Transact and SecureAccess Washington to remain current with technology, thus eliminating constant, duplicate development efforts.

The biennium ended with twenty six production applications active within Transact Washington and eight active applications with 36,000 users on the SecureAccess Washington gateway.

Inside Washington™

Inside Washington serves as the entry point to the state's intranet and provides secure access to internal, online government services

Inside Washington offers agency-to-agency services as well as links to various levels of government, and it provides state employer-to-employee information, all on the statewide Web. Using an organized approach to developing online services that can be shared across agencies, Inside Washington integrates electronic forms with electronic technologies such as digital certificates, video services, and single sign-on technologies, all aimed at making government operations more secure, efficient, and effective.

Inside Washington provides state agencies and employees access to resources such as:

- Commonly used electronic forms
- Procurement sources
- Policy information
- Human resource information
- Financial reports and services
- Commonly used maps, directories, and listings
- Online training
- Technology news
- State news
- Agency-to-agency functions
- Centralized services and functions

Secure, Online Payments

Acceptance of online payments, including credit cards and Internet checks, is a critical infrastructure element.

The Office of the State Treasurer has signed contracts that allow state agencies to process Internet credit card transactions. To complete the electronic payment infrastructure, DIS offers a hosted environment with a secure, cost-effective, reliable, and recoverable infrastructure that meets agency needs for credit card processing. This relieves agencies of the need to host their own secure environments.

DIS established a master contract with a major commercial bank in June 2002 that enables state and local government entities to accept check payments for goods and services over the Internet.

Accepting credit cards over the Internet is a reality, but credit cards aren't always the best way to pay. Credit card transactions may be best for low dollar payments; however, fees for government entities may be cost prohibitive when accepting high dollar transaction amounts. Additionally, a customer's credit card limit may be too low to allow a large online payment. Use of an Internet check provides another online payment alternative for Internet based applications. Considering budget restraints, the Internet Check program may be an effective option for accepting payments of fees or taxes.

Secure Transaction Tools: Digital Certificates and Public Key Infrastructure

Washington has developed and manages its own Digital Certificate Policy and Public Key Infrastructure (PKI) functions. Transact Washington leverages PKI and digital certificate technology to identify and authenticate users. There are approximately 3,000 digital certificates in use today.

In addition, development of a "roaming" digital certificate service was implemented in July 2003. The roaming digital certificate allows secure access to Transact Washington by the certificate holder rather than by a specific computer, as is required by the standard digital certificate service. This will allow more flexibility and higher productivity for businesses as they increase their secure use of Internet based applications.

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4. A digital certificate is an electronic piece of identification that enables the subscriber to prove his or her identity in online transactions. Digital certificates are issued, registered, and guaranteed by a trusted third party called a Certification Authority.
 5. PKI is a framework of applications, policies, standards, practices, and laws that enables secure, enforceable, and legally binding electronic transactions via the Internet.



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Awards Recognize Value of IT Investments

During the biennium, several agencies have won recognition for allowing easier access to government services.

State of Washington: Center for Digital Government

Washington was again recognized by the Center for Digital Government as a leader in the government sector during the 2003-05 Biennium.

In 2002, Washington state government received the Center for Digital Government's Sustained Leadership Award. This prestigious award recognized the state's history of serving its citizens with online programs and making government more accessible through the use of technology. The award is a cumulative honor based on rankings from the annual Digital State Award, created in 1997. During the five years of 1997-2002, Washington won the overall national award three times. Washington consistently scored highest among all states for its progressive and Web-enabled applications.

State of Washington: Center for Digital Government

In 2004, Washington State ranked second in the Digital States Survey. The Digital States Survey is a comprehensive study of best practices, policies, and progress made by state governments in their use of digital technologies to better serve their citizens and streamline operations. Washington's Access Washington placed fourth for Best of the Web-State Portal Category.

DIS: CIO 100 Award

The Department of Information Services was the winner of the prestigious CIO 100 award from International Data Group's CIO (Chief Information Officer) magazine. The 2003 CIO 100 award recognized organizations in both the public and private sectors around the world that excelled in positive business performance through resourceful information technology management and practices. CIO magazine honored 100 organizations that demonstrated the resourceful use of technology and related assets in a tough economic climate.

Washington State Patrol and Department of Information Services: 2005 National Association of State Chief Information Officers Recognition Award

In 2005, the National Association of State Chief Information Officer's (NASCIO) awarded the Washington State Patrol (WSP) and DIS the Innovative Use of Technology Award for the AMBER Alert Portal. This award recognized the public/private partnership of states, law enforcement, the broadcast media, and private corporations who worked cooperatively to develop the AMBER Alert 911 Web Portal.

Department of Transportation: Aviation Division – State Aviation Officials Award

In 2003, the National Association of State Aviation Officials named the Washington State Department of Transportation's Aviation Division as the "Most Innovative State" for the "Online Pilot Registration" program.

Department of Personnel: 2003 NASCIO Recognition Award

NASCIO named the Department of Personnel (DOP) as the winner in the "Digital Government: Government to Citizen" category. The award was based on DOP's online job application system which reduced the time necessary to process employment applications from 35 days to 4 hours.



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Quality and Reliable IT Infrastructure

Nearly 700 agencies and eligible organizations serve citizens and businesses more efficiently through the effective use of the state's IT infrastructure.

In 1998, Washington was ready to make its expedited transition to electronic government because of its already-mature and robust networking, computing, and desktop environments. The state's shared infrastructure continues to be developed to satisfy the continuously evolving requirements of electronic government.

The state has maximized technology investments to ensure coordinated systems that serve our heterogeneous user base with its widely varying levels of computing equipment. Careful management also ensures that customers receive the highest level of reliability and 24/7 availability with minimal downtime.

Accordingly, agencies now approach the issue of providing Internet-delivered services to their customers as a business decision, not as an infrastructure issue, because they can build their Internet based applications using the common framework of portals, security, application templates, shared resources, and an online payment system.

State Government Network

The State Government Network (SGN) is a private secured Internet protocol (IP) intranet for Washington State government organizations. The SGN provides Washington State government with a shared, fault-tolerant, economical network to meet the diverse business needs of government. The SGN facilitates network connectivity between government entities and locations. The SGN connects approximately 60 state government organizations at over 1,100 locations and uses an average of 320 terabytes of data per month.

Intergovernmental Network

The Intergovernmental Network (IGN) provides a dedicated communications link between state agencies and cities and counties in Washington that require critical secured access to organizational databases. The anchor tenants of the IGN are the Department of Health, Washington State Patrol, Washington Courts, Office of the Secretary of State, and Department of Social and Health Services. Operating as a statewide intranet, the IGN gives county health departments, courts, and law enforcement access to critical state information through a cost-effective network solution.

Prior to the IGN being built, state and local governments typically had a separate, proprietary network connection for each service. Today, as local governments move to local area networks and common standards, they can consolidate their network connections through a single IGN "point of presence" in the state's 39 counties.

The IGN is layered on the statewide digital "backbone" of the state's public telecommunications infrastructure. The backbone services more than 500 organizations and supports a wide variety of essential services and business transactions. State and local government will continue to work together to develop security and application standards for this critical infrastructure.

K-20 Education Network

The K-20 Education Network is a high-speed telecommunications network that provides Internet, Internet 2, live two-way videoconferencing in all of Washington's public educational sectors, and also connects the schools with one another. The K-20 Education Network was designed with the support of representatives of the K-12 schools, community and technical colleges, baccalaureate institutions, the Department of Information Services, the Legislature, and private sector technology providers. Students and educators from kindergarten through graduate school regularly use the network. The K-20 Education Network provides video and data services to over 484 locations throughout the state, including 306 K-12 locations, 72 community and technical college locations, 41 baccalaureate location, 26 public library districts, 19 telemedicine sites, 7 independent baccalaureates, 10 tribal education centers, and 3 correctional facilities.

K-20 Education Network Benefits

- Equal access to technology. School districts throughout the state have equal access to the network at the same cost. Small, remote school districts are provided access at reasonable rates.
- Bridging long distances. The community and technical college system is currently offering a sufficient number of distance education classes over the K-20 network. The savings equates to the construction cost of one small community college.
- Reaching more students. The K-20 network facilitates a more efficient use of scarce teacher resources. For example, one qualified Advanced Placement teacher may offer classes to students in several different school districts. The K-20 network facilitates teacher training through its videoconferencing capability. This is particularly important for rural areas of the state.

Video services are used for such purposes as distance education and teacher training. Data services are used for Internet and Internet 2 access by faculty and students and processing of education related applications. In early 2003, fast Ethernet was incorporated into the K-20 Education Network in 29 end sites in the Greater Wenatchee area. This technology provides faster data access at a lower per unit of transport cost and enables IP Video. K-20 plans to expand fast Ethernet services to its customers throughout the state.

Improvements to the Networks

During the 2003-05 Biennium, several improvements were made to the state's networks:

- In May 2003, DIS established the second Internet Service Provider (ISP) route which provided a path to the Internet for the SGN and the IGN. This provides critical business continuity for local and state agencies that use these two networks.
- A design change to a piece of the state's core infrastructure was made which allows infrastructure maintenance to take place while minimizing the impact to user agencies. This design change will better position the state infrastructure to support future growth.
- Multi Protocol Label Switching (MPLS) was implemented which allows each agency to create a "corporate network" and secure it independently of the other SGN/IGN customers.
- The Ethernet backbone in Spokane, Seattle, and Olympia was completed in 2004. Ethernet is a high-capacity, high-speed network technology that supports video IP conferencing on the SGN, IGN, and K-20 Education Network. Ethernet allows the transmission of large amounts of data across the network and accommodates a range of high-use demands.

Computing Environments

The state's computing environment consists of two primary data centers in state government, one at DIS and the other at the Department of Transportation. The consolidated DIS data center is one of the largest in the Pacific Northwest and compares in size to major corporate centers. The DIS data center combines both client server and mainframe computing in a secure controlled environment.

The DIS data center serves more than 194 customers. Activities include:

- Processing more than 651,000 warrants each month for unemployment, worker's compensation, personnel, vendor payments, liquor control board, and public assistance.
- Providing back-up service of almost 1 terabyte of data for 500 customer servers.
- Processing 87 million online transactions each month on the mainframes.
- Hosting the state's automated fingerprint identification system.

During the 2003-05 Biennium there were significant improvements made in the DIS data center. The most notable were:

- Expansion of the ala carte server room which included electrical and cooling system upgrades to support the additional server processing.
- Security monitoring upgrades.
- Installation of a new security key-card access system.
- Expansion of the fiber-optic management system within the data center.

There was growth in the number of agency servers located at the DIS data center. There was an increase from 215 to 270 servers housed and maintained by data center staff during the biennium. DIS provides hardware, software, and 24/7 support for agency servers. The number of servers located at the data center that are managed primarily by the respective owner agency increased from 45 to 70 servers during the biennium.

A number of other agencies and public institutions house their computer applications in their own computing environments. Some of the larger operations include the Office of the Administrator for the Courts, the Legislative Service Center, and data centers located in major universities and colleges. Smaller data centers are found at the Departments of Revenue, Personnel, Health, and in the Office of the State Treasurer.



Washington State Information Technology Performance Report

Agencies Managed Over \$400 Million of Major IT Projects

Individual agencies have the primary responsibility for their IT budgets and projects. As IT projects increase in complexity, budget, and other key risk factors, the ISB and DIS have statutory oversight responsibility. In early 2005, Governor Gregoire announced that the state's CIO would be held jointly accountable with agency directors for the success of major IT projects. She has emphasized this approach through quarterly reviews of the major IT projects during Government Management and Accountability (GMAP) forums.

Managing Risk

To maximize project success, agencies work with DIS and the ISB to determine levels of risk, severity, and oversight. The level of approval and oversight required on a given project is determined through an assessment of project risk and severity.

Severity is rated on four categories:

- Impact on citizens
- Visibility to the public and Legislature
- Impact on state operations
- Consequences of doing nothing

The risk criteria measures:

- Impact of the project on the organization
- Effort needed to complete the project
- Stability of the proposed technology
- Agency preparedness

There are three levels of oversight, depending on the analysis of risk and severity. Agencies manage the lower risk (Level 1) software development projects initiated under the sponsoring agency's delegated authority.⁶

The ISB and DIS participate in approval, monitoring and oversight of major IT projects that are considered higher risk. Moderate level projects (Level 2) projects are monitored by DIS, while the highest risk projects (Level 3) receive oversight by the ISB.

Summary of Major IT Projects – Levels 3 & 2

For the 2003-05 Biennium, the budget levels of major IT projects that required oversight by the ISB and DIS totaled \$424.5 million. Twenty-two projects totaling 365.2 million continued into the 2005-07 Biennium. During the budget period, there were a total of thirty-three major IT projects, managed by twenty-one agencies.

6. Each agency may authorize an IT project within a set, maximum financial level. If the level is exceeded, the agency is required to consult with the ISB to determine the risk level and possibly statutory project oversight responsibilities.

Major IT Projects - Level 3 (ISB Oversight)

During the biennium, there were 15 projects considered to be of highest risk, or Level 3. The total budget for these projects was \$352.3 million. Three projects were completed at a total cost of \$17.0 million. One project was cancelled at a total cost of \$4.1 million. Eleven projects continued into the 2005-07 Biennium with budgets totaling \$331.9 million.

Major IT projects during 2003-2005 Biennium Level 3 projects (ISB oversight)

Table 2.
Major IT projects during
the 2003-05 Biennium
(Level 3)

Agency	Project	Project budget (in millions)	Final cost (in millions)	Sub totals	Completed in 03-05	Continued in 05-07	Canceled in 03-05
DOH	Drinking Water Information Management Enhancement Project	6.3	6.9		X		
SEC	Digital Archives Project	2.6	2.5		X		
WSLCB	Merchandising Business System	6.5	7.6		X		
Sub Total: completed projects		15.4	17.0	\$ 17.0			
HCA	The Insurance System Replacement Project	5.0	4.1				X
Sub Total: Cancelled Projects		5.0	4.1	4.1			
CIS	System Re-Hosting Project	20.2				X	
DOC	Offender Management Network Information	49.9				X	
DOL	Biometrics	0.4				X	
DOL	HP3000 Re-platforming Project	7.8				X	
DOP	Human Resource Management System	59.0				X	
DSHS	ProviderOne	110.5				X	
DSHS	Statewide Automated Child Welfare Information System	30.5				X	
Lottery	Gaming System Procurement Project	0.0				X	
OIC	State Insurance Management Business Application	3.0				X	
UW	Online Record of Clinical Activity	39.1				X	
WSP	Integrated Wireless Network - East	11.5				X	
Sub total: Projects continued		331.9		331.9			
Total level 3 projects		\$352.3		\$353.0			

Level 3 IT Projects Completed in the 2003-05 Biennium

Department of Health (DOH)

Drinking Water Information Management Enhancement Project (SENTRY)

The SENTRY Project automated portions of water collecting, monitoring, and reporting. The project replaced an older system and built a new information management system to monitor contaminants in 16,250 public and private drinking water systems. The previous system was inadequate to support decision making about basic public health issues.

This project was funded with a combination of federal and state funds. The total budget for the project was \$6.3 million, of which DOH secured \$4.9 million (78%) in federal funds. The project began in the 1999-01 Biennium and concluded during the 2001-03 Biennium.

Original Budget:	\$6.3 million	Original Schedule:	June 2003
Final Cost:	\$6.9 million	Completed:	September 2003

Office of the Secretary of State (SEC)

Digital Archives Project

The agency began strategic planning for the Digital Archives in March 2000, when the project first appeared in the agency's Information Technology Portfolio. Planning for the physical design and technical infrastructure of the facility occurred during calendar year 2002 and construction began in January 2003. This facility serves as the physical "hub" for the Digital Archives. The IT portion of the project was completed in October 2004.

The programmatic and technological aspects of the Digital Archives were developed as the facility was being constructed.

The technical requirements of the project have been completed and local jurisdictions have been among the first to use the digital archives. Total project cost was \$10.2 million with full implementation. The IT portion of the project was budgeted at \$2,578,000 and finished slightly under that at \$2,484,000.

Original Budget:	\$2.6 million	Original Schedule:	October 2004
Final Cost:	\$2.5 million	Completed:	October 2004

Washington State Liquor Control Board (WSLCB)

Merchandising Business System (MBS)

This system was to replace the agency's administrative systems including the point of sale (POS) systems of the agency's retail business. The 2001 Legislature authorized the WSLCB to replace its POS software with a commercially available product capable of managing and supporting the agency's retail business. These business activities include procurement (timely sales and marketing data), distribution (electronic tracking of shipping and handling), wholesale and special orders, and POS in the 157 state liquor stores. The agent stores were not included in the scope of this project.

Based upon problems with the vendor, General Electric Retail Systems (GERS), including late deliverables and significant software quality issues, the WSLCB terminated the contract.

The WSLCB developed a plan to implement the POS hardware and then installation of the new POS software. The MBS hardware, software, and operations budget was \$6.5 million. The project spent \$7.6 million. The project was unable to recover \$1.2 million when the GERS contract

was terminated. The WSLCB allocated other agency resources to cover the additional expenses during the project.

Original Budget:	\$6.5 million	Original Schedule:	June 2003
Final Cost:	\$7.6 million	Completed:	June 2005

Level 3 IT Projects Canceled in the 2003-05 Biennium

Health Care Authority (HCA)

Insurance System Replacement Project (ISRP)

HCA initiated the ISRP in 2000, and canceled the project in 2004 after the vendor failed to deliver a functional system. HCA sought a commercial off-the-shelf (COTS) solution to support insurance benefits administration and accounting for both Basic Health and Public Employee Benefits health plans.

In May 2002, HCA contracted with Healthaxis Inc., for a COTS solution. Healthaxis employed Satyam, Inc., based in India, to perform the development work related to COTS modifications. The vendor failed to deliver a functional system that met contract requirements, and work was stopped in March 2004. Subsequent negotiations resulted in the vendor refunding \$300,000 of the \$952,866 in previous HCA payments. The vendor voided an unpaid \$185,000 invoice, and granted HCA exclusive ownership of all requirements and design work that had been performed by Healthaxis and Satyam.

In addition to the \$652,866 in payments retained by Healthaxis, HCA also spent \$3.473 million as follows: Non-vendor supplied software and hardware \$978,000, project staff and support contractor costs \$1,384,000, HRISD legacy system decommissioning costs \$1,111,000.

HCA completed a comprehensive review of the ISRP, and presented lessons learned to the Information Services Board in January 2005. Key lessons learned centered around 1) vendor and contract management, 2) leadership, 3) project management practices, and 4) requirements definition and scope management.

Original Budget:	\$5.0 million	Original Schedule:	June 2003
Final Cost:	\$4.1 million	Ended:	May 2004

Level 3 IT Projects Continuing in the 2005-07 Biennium

Community Colleges – Center for Information Services (CIS)

CIS HP3000 Re-hosting Project

The community and technical colleges, through their administrative computing consortium, the CIS, are replacing a Hewlett Packard (HP3000) platform.

When complete, the project will have transferred the colleges from the legacy business logic and data to a modern platform and re-model the data to a new database while maintaining the extensive functionality of the current applications. The vendor, Hewlett Packard, has encountered technical problems and project management issues which have severely impacted the project schedule.

The project has two phases. The first phase is to rewrite the non-COBOL application code, convert the Protos COBOL to open systems COBOL, re-engineer the data into relational databases, and re-host and consolidate the applications of the 34 colleges to a centrally-hosted platform at the CIS. Phase two will include re-engineering of the applications, tuning of the database architecture, and rewriting the COBOL applications. The total estimated project budget was \$20.2 million.

Original budget:	Phase I – \$12.7 million Phase II – \$7.5 million	Original Schedule:	Phase I – June 2005 Phase II – TBD
June 2005 budget:	Phase I – \$12.7 million Phase II – \$7.5 million	June 2005 Schedule:	Phase I – May 2006 Phase II – TBD

Department of Corrections (DOC)

Offender Management Network Information (OMNI)

The OMNI project will replace the existing legacy Offender Based Management System (OBTS). It will provide services to approximately 6,000 users in the criminal justice community, including law enforcement. The new system will increase public safety through improvements in program management, enhance the ability to respond to changes, update workflow of some key business tasks, and improve data sharing with external stakeholders.

The project began in the 1997-99 Biennium. It is a three-phase project, with the first and second phases completed. The scope of Phase I was changed shortly after the contract was signed. The new scope postponed all of the originally planned functionality and substituted new functionality to support the Offender Accountability Act passed in the 1999 legislative session. The revised Phase I was completed in August 2001, with implementation in September 2001. Functionality included the Offender Accountability Plan, Risk Management Inventory, and Level of Service Inventory–Revised, a risk needs assessment tool.

The project was revised in 2003 to address policy changes implemented during the 2003 legislative session and reduce planned functionality to align with available resources. At the conclusion of Phase II, the vendor (IBM) delivered code for several modules.

The original project schedule estimated that Phase II would be completed by June 30, 2003. The schedule was adjusted twice, with Phase II completing in the summer of 2005. IBM has begun design work for remaining functionality in Phase III. The project is scheduled to conclude in June 2007.

The total project budget is \$49.9 million.

Original Budget: \$28.0 million	Original Schedule:	Phase I – June 2001 Phase II – June 2003 Phase III - June 2007
June 2005 Budget: \$49.9 million	June 2005 Schedule:	Phase I – Completed Aug 2001 Phase II – Completed Aug 2005 Phase III – June 2007

Department of Licensing (DOL)

Biometrics

The 2004 Legislature passed a bill requiring DOL to implement a voluntary biometric matching system to verify the identity of an applicant for a renewal or duplicate driver's license or identification card. The plan is to acquire the services to develop the software to implement a biometric matching system that will reduce and prevent identity theft and other fraud associated with the issuance of driver's licenses and identification cards. This investment will implement software capable of biometric facial matching recognition. It will enable one-to-one biometric identity verification of driver's license and identification card applicants enrolling in the process.

Original Budget: \$0.4 million	Original Schedule:	June 2007
Current Budget: \$0.4 million	Current Schedule:	June 2007

Department of Licensing (DOL)

HP3000 Replatforming Project

Hewlett Packard announced the end of support for the HP3000 platform effective December 2006. The project will re-platform the Vehicle Field System from the HP3000 platform to an agency standard modern language on Windows/Intel .NET platform, upgrade the DOL network, add an online update enhancement, and allow contingency for legislative and other changes. The project was approved for an investment cost of \$7.8 million and completion by June 2007.

Original Budget: \$7.8 million	Original Schedule:	June 2007
June 2005 Budget: \$7.8 million	June 2005 Schedule:	June 2007

Department of Personnel (DOP)

Human Resource Management System (HRMS)

The Personnel System Reform Act of 2002 made significant changes to Washington State's Civil Service System. The Act established a new classification system and new collective bargaining agreements. DOP implemented the HRMS to support the functionality necessary to implement the Act.

DOP received ISB approval in January 2003 to implement HRMS with a budget of \$42 million. DOP selected Accenture to integrate and implement SAP R/3 software for payroll and human resources. DOP planned to implement the payroll component in January 2005.

The project was unable to meet this schedule. DOP renegotiated the contract with Accenture, began replanning the project, and received ISB approval in May 2005 for a revised budget of \$59 million.

DOP's legacy system supports over 65,000 state employees and over 2,000 authorized system users. The existing legacy systems are over 25 years old, technically complex, costly to modify, and lack the functionality and flexibility to support modern human resource practices and many of the anticipated requirements for civil service reform and collective bargaining. The existing systems also support over 200 interfaces to other state and external systems.

Original Budget: \$42.0 million	Original Schedule:	Release 1 – April 2005 Release 2 – August 2005 Release 3 – February 2006
June 2005 Budget: \$59.0 million	June 2005 Schedule:	Release 1 – July 2006 Release 2 – September 2006 Release 3 – Deferred

Department of Social and Health Services (DSHS)

ProviderOne (formerly known as the Medicaid Management Information System (MMIS) Repro-curement)

DSHS is replacing the current MMIS. DSHS plans to begin operation of the new system, Pro-viderOne, beginning July 2007, with a subsequent phase scheduled to implement in June 2009. The project began February 2005. The original ISB approved project budget was \$71.0 million. This was later increased to \$110.5 million after contract negotiations and approval from the ISB and the federal government. The federal government pays 90% of the design, development, and implementation costs of ProviderOne.

A certified MMIS is a federal requirement for participation in Medicaid funded programs. Current-ly, DSHS processes Medicaid claims through multiple systems/processes. The scope of the new system will consolidate all Medicaid payments to the new MMIS as well as similar non-Medicaid payments. The criteria for including payments in the new system are:

1. Funding source is Medicaid, regardless of service type.
2. Service type is “medical” regardless of funding source.
3. Service/business is similar to 1 or 2 above, such that excluding it would be inconvenient to providers/state workers.

In addition, DSHS has a need to consolidate all Medicaid and selected non-Medicaid payment information across the agency into one system and to automate current labor intensive pro-cesses such as claims adjudication and third-party recoveries, consolidate data, and provide a comprehensive view of programs, clients, and expenditures

The current MMIS is a 1970s legacy system using older technology. DSHS requires a modern system with greater technical flexibility to keep pace with policy changes, respond to inquiries, and effectively manage the state’s Medicaid program. With the current MMIS, system change requests are expensive and unmanageable. Other states have replaced their legacy MMIS sys-tems resulting in reduced maintenance costs, improved access to information, and introduction of system components that are easier and less expensive to modify.

Original Budget: \$71.0 million	Original Schedule:	Phase 1 – June 2007 Phase 2 – June 2009
June 2005 Budget: \$110.5 million	June 2005 Schedule:	Phase 1 – June 2007 Phase 2 – June 2009

Department of Social and Health Services (DSHS)

Statewide Automated Child Welfare Information System (SACWIS)

DSHS is replacing the current Case and Management Information System (CAMIS). DSHS received ISB project approval in November 2004, but project funding was not granted until the 2006 Supplemental Operating Budget, and then only partial funding was included. The original implementation date was April 2007. The project budget is \$30.5 million.

The current Children's Administration (CA) CAMIS system is the primary information system used by CA to manage the services it delivers to children and families. The system tracks clients statewide and produces selected forms and management reports and is used by 2,700 social workers, clerical staff and managers, along with the Office of the Attorney General, public health nurses, the Washington Association for the Prevention of Child Abuse and Neglect, and Native American Tribes.

The current CAMIS system no longer meets the business needs of Children's Administration and is aging beyond its useful life. Future business needs will become increasingly more difficult and costly to meet under the current environment.

Original Budget: \$30.5 million	Original Schedule: Phase 1 – April 2007
June 2005 Budget: \$30.5 million	June 2005 Schedule: Completion date will be determined after acquisition phase is concluded

Washington State Lottery (WSL)

Gaming System Procurement Project

The Lottery contracts with a vendor to provide hardware, software, communications lines and retailer terminals (the gaming system) to initiate, transfer, process and report on ticket sales. The vendor also operates the gaming system. The current Lottery agreement with GTECH Corporation, the current vendor, expires June 30, 2006. The Lottery ran an open competitive Request for Proposal for a new vendor agreement and selected GTECH to provide hardware, software and communications to operate the Lottery's instant and on-line lottery games beginning July 1, 2006. This project is in progress and will be implemented on schedule.

The estimated cost of the project is \$10.6 million which the vendor recovers through gaming sales.

Original Budget: \$0.0 million	Original Schedule: July 2006
June 2005 Budget: \$0.0 million	June 2005 Schedule: July 2006

Office of the Insurance Commissioner (OIC)

State Insurance Management Business Application (SIMBA)

Hewlett Packard announced the end of support for the HP3000 platform effective December 2006. SIMBA will replace the HP3000 by moving OIC to a new support platform and replacing the business applications associated with the HP3000 platform.

The ISB authorized OIC's request to extend the project from the December 2006 completion to June 2007 to allow for a more comprehensive planning phase which allowed OIC to make business process changes with the replacement. In addition to the schedule change the scope of the project changed from a COTS solution to a custom build solution.

Original Budget: \$3.0 million	Original Schedule: December 2006
June 2005 Budget: \$3.0 million	June 2005 Schedule: June 2007

University of Washington (UW)

Online Record of Clinical Activity (ORCA)

In 2002, UW Medicine selected a system by Cerner Corporation for implementation of an electronic medical record to unify patient data currently residing in various paper and electronic sources and to provide tools for documenting care, viewing results of diagnostic tests, monitoring patient status, and ordering supplies and services. The goals of the project are to reduce the safety risks of clinical data in multiple, disparate systems by introducing computerized practitioner order entry, and to gain efficiencies through introducing modern tools for documentation and standardization of care. The intent is to provide a unified record across the entities of UW Medicine, including Harborview Medical Center, University of Washington Medical Center, and the Seattle Cancer Care Alliance.

When the project was approved by the UW Board of Regents in March of 2002, the planned completion date was July of 2006. ORCA is behind that schedule with several components not yet implemented, including nursing documentation, document imaging at UW Medicine, order entry, outpatient pharmacy, and emergency department. The ISB approved ORCA Phase II at the January of 2006 meeting, which has most deliverables implemented by July of 2006. ORCA Phase II includes completing the Cerner application software upgrade, hardware and database upgrades, and clinical results interfaces. The UW plans to request approval for implementation of additional Cerner systems to complete the ORCA implementation project in the future.

Original Budget: \$10.3 million

Original Schedule: June 2005

June 2005 Budget: \$39.1 million

June 2005 Schedule: Phase 1 – June 2008

Washington State Patrol (WSP)

Integrated Wireless Network – East (IWN-E)

WSP, in partnership with the Department of Justice, is upgrading 30 sites in Washington to be digital microwave capable. Federal and state funds support this project.

Original Budget: \$11.5 million

Original Schedule: December 2006

June 2005 Budget: \$11.5 million

June 2005 Schedule: December 2006

Major IT Projects – Level 2 – Oversight Provided by DIS

During the biennium, there were eighteen Level 2 projects budgeted at \$72.2 million and assessed as moderate risk, Level 2. Seven projects were completed at a total cost of \$40.1 million. No Level 2 projects were cancelled. Eleven projects were continued in the 2005-07 Biennium with budgets totaling \$33.3 million.

Major IT projects during 2003-2005 Biennium

Level 2 projects (DIS staff oversight)

Agency	Project	Project budget (in millions)	Final cost (in millions)	Sub totals	Completed in 03-05	Continued in 05-07	Canceled in 03-05
DOL	Unisys Migration Project	6.5	6.4		X		
DSHS	Comprehensive Assessment Reporting Evaluation	4.6	4.6		X		
DSHS	Medicaid Management Information System HIPAA Remediation Project	11.4	11.6		X		
DSHS	Social Service Payment System Union Dues Replacement Project	1.2	1.4		X		
HCQA	Referral Registry System	0.6	0.7		X		
L&I	Online Reporting & Customer Access - Phase 1	9.9	9.9		X		
L&I	Accounts Receivable Collection	4.7	5.5		X		
Sub total: Completed projects		38.9	40.1	\$40.1			
	No Level 2s were cancelled in 2003-2005	0.0	0.0				
Sub total: Cancelled projects		0.0	0.0	0.0			

Table 3. Major IT Projects During the 2003-05 Biennium (Level 2)

(continued on page 38)

Major IT projects during 2003-2005 Biennium
Level 2 projects (DIS staff oversight)

(continued from page 37)

Agency	Project	Project budget (in millions)	Final cost (in millions)	Sub totals	Completed in 03-05	Continued in 05-07	Canceled in 03-05
DFW	Washington Interactive License Database	0.6				X	
DNR	Revenue, Timber, Asset Management	3.5				X	
DOH	Integrated Licensing and Regulatory System	4.7				X	
DOL	Motor Carrier Safety Improvement Act	0.7				X	
DOT	Revenue Fare Collection System for State Ferries	5.8				X	
DRS	Public Safety Retirement System	0.6				X	
DSHS	Developmental Disabilities Division Assessment Project	4.6				X	
DSHS	Windows Client Activity Tracking System Integrated Treatment Model	2.2				X	
EWU	Student Support Systems Replacement Project	3.9				X	
OFM	The Allotment System	3.9				X	
WSP	National Crime Information Center 2000 Compliance	2.8				X	
Sub total: Projects continued		33.3		33.3			
Total level 2 projects		\$72.2		\$73.4			

Level 2 IT Projects Completed in the 2003-05 Biennium

Department of Licensing (DOL)

UNISYS Migration Project

The 2003 Legislature authorized DOL to migrate its computer applications from a Unisys mainframe platform to a server-based computing environment in order to reduce costs and improve productivity. This project transformed and replatformed four computer applications with over 1.5 million lines of code and the associated data from Unisys 2200 mainframe systems to DOL's standard Microsoft Windows and Microsoft SQL server-based computing environment.

DOL selected Fujitsu Consulting to assist the agency in moving and replatforming all production application code and data from the Unisys 2200 systems to a Microsoft Windows environment.

Vessels Application	November 2003
Vehicles Applications	July 2004
Drivers Application	February 2005
Administrative Services	May 2005

DOL completed all replatforming and had all applications in routine operation in the Windows environment in May of 2005. The project was completed within budget. DOL's appropriation from the Legislature was \$6,459,000. The project was completed with an unspent balance of approximately \$120,000.

Original Budget:	\$6.5 million	Original Schedule:	May 2005
Final Cost:	\$6.4 million	Completed:	May 2005

Department of Social and Health Services (DSHS)

Comprehensive Assessment Reporting Evaluation (CARE)

The CARE project is a new system that enables consistent, accurate, and efficient client assessments and plans for adult Medicaid clients in need of long-term care. The goals of the project were based on key business rules to ensure correct eligibility determinations, standard and consistent case management, and formal assessments of risk indicators to reduce liability and protect vulnerable adults.

CARE replaced an older Visual Basic and Access-based system developed by DSHS' Aging and Disability Services Administration (ADSA).

ADSA contracted with a private sector vendor for the development of the CARE system on a deliverables-based, fixed-price project. The vendor had spent five years designing, developing, testing, and implementing a Comprehensive Assessment system for the State of Oregon. Since ADSA's business requirements matched those of Oregon, the development of CARE was based upon a transfer of Oregon's design.

Original Budget:	\$4.6 million	Original Schedule:	December 2003
Final Cost:	\$4.6 million	Completed:	February 2004

Department of Social and Health Services (DSHS)

Medicaid Management Information System (MMIS) Health Insurance Portability and Accountability Act (HIPAA) Remediation Project

The U.S. Congress passed the HIPAA in 1996 to improve efficiency of healthcare systems, simplify administrative functions, and provide better security and privacy of health care information. In order to comply with HIPAA regulations, DSHS' approach was to modify the MMIS in three phases over two years to achieve HIPAA compliance. The project successfully implemented all planned functionality by the October 16, 2003 federally mandated deadline, three months later than originally approved and \$200,000 over its \$11.4 million budget. The federal government paid 75 percent of the costs of this project.

Original Budget:	\$11.4 million	Original Schedule:	July 2003
Final Cost:	\$11.6 million	Completed:	October 2003

Department of Social and Health Services (DSHS)

Social Service Payment System (SSPS) Union Dues Replacement Project

DSHS was required by the Legislature to begin deducting union dues, Basic Health fees, and L&I insurance premiums from payments to In-Home Health Care individual providers. The Union Dues Replacement Project modified the existing Social Service Payment System (SSPS) to support the collection of these fees. The Service Employees International Union (SEIU) paid approximately \$1.1M to fund this project.

This project delivered all planned functionality in May 2005, one month early and \$150,000 over budget.

Original Budget:	\$1.2 million	Original Schedule:	June 2004
Final Cost:	\$1.4 million	Completed:	May 2004

Home Care Quality Authority (HCQA)

Referral Registry System (RRS)

The HCQA was established by citizen initiative in November 2001. One of HCQA's primary missions was to improve consumer access to a qualified individual provider workforce through the construction of a statewide Internet-based Referral Registry System (RRS). The purpose of the RRS was to allow the consumer or consumer representative to submit a request to find an available worker based on specific care needs, schedules, and preferences.

HCQA received approval in November 2003 to develop the RRS and implement it in seven locations. The approved budget was \$624,000. HCQA completed RRS project by its planned June 2005 date at a final cost of \$728,000.

Original Budget:	\$0.6 million	Original Schedule:	June 2005
Final Cost:	\$0.7 million	Completed:	June 2005

Department of Labor and Industries (L&I)

Online Reporting & Customer Access (ORCA) – Phase 1

The objective of the L&I ORCA project was to provide a modern, secure, Internet-based system that provides customers with online access to workers' compensation information and images as well as the ability to view file information and conduct business electronically with L&I.

During the 2001-03 Biennium, L&I conducted a feasibility study of methods to exchange claim-related information electronically with employers, health care providers and workers. As a result of that study, L&I received funding for ORCA Phase 1.

The project was approved in November 2003. The budget was \$9.9 million and the scheduled completion date was June 2005. L&I implemented all project requirements within budget and by the June 2005 deadline.

Original Budget:	\$9.9 million	Original Schedule:	June 2005
Final Cost:	\$9.9 million	Completed:	June 2005

Department of Labor and Industries (L&I)

Accounts Receivable – Collection (ARC)

L&I proposes to collect all money owed the agency through the Accounts Receivable – Collection (ARC) System via electronic messaging with all of the agency's business applications, and manual input. Financial transactions will be recorded with all data needed to support the AFRS reporting and reconciliation processes and in conformance with the Office of Financial Management regulations. All accounts receivable transactions will be recorded in the ARC database and serve as an audit trail.

The project was approved in November 2003 with a budget of \$4.7 million and an implementation date of June 2005.

Original Budget:	\$4.7 million	Original Schedule:	June 2005
June 2005 Budget:	\$5.5 million	June 2005 Schedule:	June 2005

Level 2 IT Projects Canceled in the 2003-05 Biennium

None.

Level 2 IT Projects Continuing in the 2005-07 Biennium

Department of Fish and Wildlife (DFW)

Washington Interactive License Database (WILD)

WILD is a statewide system with 700+ Point of Sale (POS) terminals, connected to a central database using standard MODEM connections, that sell all types of recreational documents. The license dealers are located at sporting goods stores, department stores, bait shops etc. The rebid WILD system will replace the application service provider (ASP, MCI). The sales data are currently stored at the MCI facility in Sacramento, California and transferred to DFW and other state agencies for use. In addition to the Dealership or POS license sales services, WILD will provide the ability for customers to purchase recreational documents and permits via the Internet. A full-service user interface will provide customers the same opportunities the POS dealerships provide. Over 1.3 million Washington residents and non-residents have used this system.

Original Budget: \$0.6 million	Original Schedule: July 2006
June 2005 Budget: \$0.6 million	June 2005 Schedule: July 2006

Department of Natural Resources (DNR)

Revenue, Timber, Asset Management (RTA)

DNR's RTA (NaturE) project will replace the existing DNR revenue system, mainframe computer system, a new commercial system that is stable, easily supported, and is compatible with DNR's Web-based database.

The project will result in a comprehensive Revenue, Timber and Asset Management system to ensure DNR can meet its trust land management obligations. These include timely and accurate processing, recording and distribution of revenues to trust beneficiaries and other stakeholders in responsibly managing these lands and the variety of resources generated from them.

The project was delayed for security changes.

Original Budget: \$3.2 million	Original Schedule: January 2006
June 2005 Budget: \$3.5 million	June 2005 Schedule: April 2006

Department of Health (DOH)

Integrated Licensing and Regulatory System (ILRS)

The ILRS is a DOH, Health Systems Quality Assurance (HSQA) mission critical system for the licensing and regulatory functions for health practitioners and health care facilities. This function includes setting standards for entrance into the profession or for operation of a health care facility. HSQA licenses health practitioners and facilities, manages consumer complaints, and monitors disciplinary compliance plans.

This new system will replace three outdated legacy licensing systems:

- Automated Systems Incorporated (ASI), a Unix based C-Indexed Sequential Access Method (CISAM) system that supports the Health Professions Quality Assurance Program (HPQA);

- The Facilities Services and Licensing (FSL) system: a FoxPro Client Server system that supports the FSL Program; and
- The Office of Emergency Medical Services and Trauma System (OEMSTS), an application/database system that supports OEMSTS.

Original Budget: \$3.7 million	Original Schedule: June 2007
June 2005 Budget: \$4.7 million	June 2005 Schedule: June 2007

Department of Licensing (DOL)

Motor Carrier Safety Improvement Act (MCSIA)

The MCSIA project will accomplish systems modifications and business changes to implement the provisions of the Motor Carrier Safety Improvement Act and subsequent federal rulings pertaining to MCSIA. The American Association of Motor Vehicle Administrators (AAMVA) is providing specifications for two provisions of the Act. This project is implementing changes to the DOL Drivers System interfaces with the national Commercial Driver Licensing Information System (CDLIS) and the Problem Driver Pointer System (PDPS), and related changes to the Drivers headquarters and field systems. DOL received a federal grant of \$698,000 to make the modifications. DOL is currently scheduled to implement the modifications in June 2006.

Original Budget: \$0.7 million	Original Schedule: September 2005
June 2005 Budget: \$0.7 million	June 2005 Schedule: June 2006

Department of Transportation (DOT)

Revenue Fare Collection System for State Ferries

The Washington State Ferries' (WSF) Revenue Collection System (RCS) Project provides a fare collection and control system that includes all necessary infrastructure, hardware, software, documentation, training, and maintenance to support the migration from the current point of sales (POS) system. Originally this project was named the "Revenue Fare Collection" System. The current system was built on early 1990 business rules and uses highly proprietary hardware that is no longer vendor supported.

During the 1999-2001 Biennium \$772,000 was expended.

Original Budget: \$5.8 million	Original Schedule: January 2004
June 2005 Budget: \$5.8 million	June 2005 Schedule: May 2006

Department of Retirement Systems (DRS)

Public Safety Retirement System (PSERS)

This project will support the implementation of the new Public Safety Employees' Retirement System (PSERS). The new retirement system was enacted by the 2004 Legislature. The project will coordinate all activities associated with the implementation of PSERS.

Original Budget: \$0.6 million	Original Schedule: June 2006
June 2005 Budget: \$0.6 million	June 2005 Schedule: June 2006

Department of Social and Health Services (DSHS)

Developmental Disabilities Division Assessment Project (DDD Assessment)

The DDD Assessment Project involves adding developmental disabilities assessments for both children and adults to the existing Comprehensive Assessment Reporting and Evaluation (CARE) system, implemented during the 2001-03 Biennium.

The DDD Assessment Project will be completed in three phases:

- Phase 1 involves business process modifications to use Adult CARE Medicaid Personal Care (MPC) assessment for the Children's MPC assessment. The technology component of this phase adds some help screens to CARE.
- Phase 2 involves four components:
 1. Development of a Mini-Assessment Tool.
 2. Utilize Adult MPC assessment along with Mini-Assessment for DDD non-MPC Adults to assess for need.
 3. Development of a bi-directional data link between CARE and Common Client Database (CCDB).
 4. Expansion of the intake module of the current CARE system to include a screen to capture developmental disability determination.
- Phase 3 involves three components:
 1. Addition of non-MPC program assessments on to the Children's MPC assessment for a complete comprehensive DDD Children's Assessment.
 2. Addition of non-MPC program assessments on to the Adult MPC assessment for a complete comprehensive DDD adult assessment.
 3. Development of a Children's MPC assessment utilizing information from Phase 1.

Organizationally, development of these changes is limited to ADSA, but use of the enhancements will be spread across multiple divisions within the administration and include some users from Children's Administration.

Original Budget: \$4.6 million	Original Schedule:	Phase 1 – May 2004 Phase 2 – March 2005 Phase 3 – June 2006
June 2005 Budget: \$4.6 million	June 2005 Schedule:	Phase 1 – Completed April 2004 Phase 2 – September 2005 Phase 3 – June 2006

Department of Social and Health Services (DSHS)

Windows Client Activity Tracking System Integrated Treatment Model (WinCATS ITM)

The Juvenile Rehabilitation Administration (JRA) is in the process of incorporating the Integrated Treatment Model (ITM) as the competency-based treatment and case management model for the Administration. To support the implementation of this model, automation is required of management tools and reporting.

In support of the JRA mission, the Administration must maintain a strong continuum of care for juveniles that encourages and facilitates active family involvement and reduces repetitive criminal behavior through implementation of a cognitive/behavioral based ITM across the JRA continuum of care.

Original Budget: \$2.2 million	Original Schedule: August 2006
June 2005 Budget: \$2.2 million	June 2005 Schedule: August 2006

Eastern Washington University (EWU)

Student Support Systems Replacement Project

In October 2003 DIS approved EWU's request to solicit a suite of administrative systems designed for higher education and contract for the student support products and implementation services with an experienced vendor that has a proven track record implementing the student system. EWU selected the suite by SCT Banner. Eastern has chosen a phased implementation of the 'vanilla' student system and will be completely converted to Banner student system in September 2006.

Original Budget: \$3.9 million	Original Schedule: November 2006
June 2005 Budget: \$3.9 million	June 2005 Schedule: September 2006

Office of Financial Management (OFM)

The Allotment System (TALS)

The goal of the TALS project is to use one system to fulfill all statutory requirements and business needs of the appropriation-allotment business process, and to meet the financial management objectives for all customers. A single system and database reduces time and effort required to maintain separate systems and the linkages between them. By using rich data history and creating tools to automate allotment development and review, TALS can eliminate tedious, low-value tasks. OFM and agency analysts will have more time to focus on the high-value tasks of analysis, meaningful plan development, monitoring, and learning. The elimination of multiple databases would streamline the sharing of information among the system and system users.

The direction for Washington State's Financial and Administrative Systems, as defined in the Blueprint for Statewide Financial Systems, is to build shared, centralized systems that support the core business processes common to all state agencies, and to extend those systems to meet agency unique needs. The first release of TALS is expected to deliver core functionality needed by the state for developing the Expenditure Authority Schedule. The second release will deliver core functionality for allotment development, approval, and management. Subsequent releases will address the additional needs of financial analysts and managers that are not included in the first release. The first release of TALS must be ready in 2005 to support the appropriation process for the 2005-07 Biennium.

Original Budget: \$3.9 million	Original Schedule: Release 1 – April 2005 Release 2 – April 2007 Release 3 – October 2007
June 2005 Budget: \$3.9 million	June 2005 Schedule: Release 1 – Completed May 2005 Release 2 – April 2007 Release 3 – October 2007

Washington State Patrol (WSP)

National Crime Information Center (NCIC) 2000 Compliance

The Washington Crime Information Center (WACIC) is a statewide information system maintained by the WSP as a service to all authorized criminal justice agencies throughout the state. WACIC, modeled after the FBI's NCIC, can be described as an index of documented criminal justice information concerning crimes and criminals of statewide interest. WACIC contains locator-type files for wanted, missing, and unidentified persons; persons involved in domestic violence situations; and information on property that has been reported as stolen, abandoned, recovered, or impounded. Records which qualify are forwarded by WACIC to NCIC, making the information available nationwide.

Original Budget: \$2.8 million	Original Schedule: January 2006
June 2005 Budget: \$2.8 million	June 2005 Schedule: April 2006



Washington State Information Technology Performance Report

Managing the IT Portfolio

Methodology: IT Portfolio Management

The state has adopted a portfolio-based approach to managing the assets and business of information technology. The IT Portfolio Management System is a set of standards and methodologies to improve decision-making for investments in information technology.

The portfolio contains essential information about the agency's use of IT. Its focus is on the relationships between IT and the agency mission as well as its programs. The portfolio includes information about business strategies, operational systems, potential investments, development projects, and technical standards and capabilities. In effect, the information in the asset portfolio can be used to improve the executive management and oversight of technology within an agency.

Managing the IT Portfolio

Risk

One of the most visible tools of IT Portfolio Management is the process for determining and minimizing the risk levels of IT projects. To maximize project success, agencies work with DIS and the ISB to determine levels of risk, severity, and oversight. The level of approval and oversight required on a given project is determined through an assessment of project risk and severity. The major categories are reviewed earlier in this report, under the "Managing Risks" discussion.

Certification of IT Portfolio

Agencies are required to provide IT Portfolio certification to the ISB by August 31 of each year. The certification is to indicate an agency's completion of the annual review and update of its IT portfolio. As part of the annual update, each agency reviews and updates each ongoing level 2 and 3 investment or project, and the agency completes a post-implementation review of any level 2 or 3 investment or project completed since its previous annual update. The purpose of the annual IT investment and project review is to ensure that the actual course of each IT project is evaluated in terms of the original cost and benefit expectations, project plan, and risk assessment. The causes of any deviations from the original plan must be considered; recommendations for avoiding problems with future, similar projects must be prepared; and the results of these reviews must be reflected as updates to the IT portfolio.



Washington State Information Technology Performance Report

Interagency Collaboration

Washington Computer Incident Response Center

The Washington Computer Incident Response Center (WACIRC) established processes for computer security-related emergencies that cover reporting, response, and security alert and advisory information. In the December 2003 issue of Information Security magazine, a Tech Target publication, WACIRC was selected as the best government response system.

WACIRC and its subcommittees accomplished the following during the 2003-05 Biennium:

- Developed statewide law enforcement guidelines for reporting and responding to computer crimes
- Established statewide security awareness and technical security training classes
- Participated in two national cyber security exercises in collaboration with the Department of Homeland Security: TOPOFF 2, a live exercise which simulated an actual cyber attack and LiveWire, a tabletop exercise designed to test WACIRC processes and responses and engage a best practice discussion among participants

Emergency Services and Interoperability of Radio Frequencies

The State Interoperability Executive Committee (SIEC) includes state and local agencies and is responsible developing and implementing statewide interoperability standards and policy and for managing the considerable investment in radio communications facilities and spectrum licensed to the state to assure economic efficiencies by coordinated planning, development and management. Effective July 1, 2003 state law designated the SIEC as a permanent committee of the ISB.

During this reporting period, the SIEC completed an inventory of state government-operated communications, an interim state interoperability plan and completed an inventory of all communications assets managed by local government organizations across Washington state.

Justice Information Board

The Justice Information Board is a working alliance of state and local criminal justice agencies dedicated to improving public safety by providing criminal justice practitioners with complete, timely, accurate information. The Board also works to improve operating efficiency by facilitating the integration of disparate IT systems throughout the state.

Assembled and convened in the 2003-05 Biennium, the Justice Information Network (JIN) Program Office and its partners formed the Technical Advisory Group (TAG) to address issues related to the integration of criminal justice information. This group formulated an architectural vision and identified data standards that frame how and in what form information moves through the justice community.

Enterprise Architecture

An enterprise IT architecture provides the framework to more effectively guide business decisions and improve efficiencies in the use of technology. Key agency representatives joined an effort to develop a state architecture through a committee established by the Information Services Board.

Project Management Framework

As a means to improve the capability of IT employees, IT leaders from several agencies collaboratively developed the Project Management Framework (PMF). The PMF has several key objectives that will lead to more effective agency management of IT projects. The PMF was started during the 2001-03 Biennium and will be brought to the Information Services Board for adoption/endorsement during the 2005-07 Biennium.

SmartBuying

The Governor and Legislature adopted SmartBuying as part of the 2005-07 Biennial Budget in effort to change the way state government acquires goods and services. This program will allow state agencies to achieve savings through bulk discounts, making purchases that meet minimum standards to avoid rapid replacement, and other purchasing best practices. SmartBuying provides an opportunity for state agencies to work cooperatively with vendors to provide the best value for the lowest cost. These lower priced purchases ultimately help create sustainable savings for taxpayers.

Small Agency Initiative

The small agency initiative is a cooperative effort to provide specialized assistance to smaller agencies. Coordinated through the Office of Financial Management, General Administration, and DIS, activities during the 2003-05 Biennium focused on basic state government network access, security, and desktop refreshment. The initiative has also helped small agencies build effective information technology strategies, while taking advantage of best practices, collocation of IT equipment and distribution of surplus equipment.

Enterprise Active Directory

Through the use of Microsoft Windows 2000 Active Directory, network associated resources can be shared by many agencies. The agencies can participate in a single enterprise view of the network. Enterprise Active Directory (EAD) allows the state to optimize resources and turn its attention toward shared access to applications, software and services. Implementing shared environments creates opportunities for agencies to share resources and will ultimately reduce costs. As of June 30, 2005 37 agencies are in the EAD.

AMBER Alert

In 2003, one of the most important projects was development of a pilot project to enhance the existing AMBER Alert system. The objective was to determine how the Internet could be leveraged to improve AMBER Alerts.

The pilot project was a success and a cooperative effort among the Washington State Department of Information Services, Washington State Patrol, Department of Transportation, Military Department's Emergency Management Division, Washington Association of Sheriffs and Police Chiefs, the Washington State Broadcasters Association, the States of Oregon and Idaho, British Columbia, Center for Digital Government, other states, organizations, and corporate sponsors. For example, the Washington State Attorney General's office passed the alerts to 1,600 community corrections officers and detectives throughout the state; the Washington State Lottery issued

AMBER Alert tickets with abduction details to its 3,500 retail locations statewide; and alert information and photos were automatically pushed across borders to police in Oregon, Idaho, British Columbia and to federal border patrol agents at the U.S./Canadian Border.

The pilot project was initiated in early 2003 and was concluded following a successful pilot test on July 7, 2003. The state of Washington contributed \$75,000 to the development, test and operations of the Web portal for the pilot with corporate sponsors covering all remaining costs. Funds and in-kind donations from private sector partners including hardware, software and services are estimated at approximately \$480,000.

Customer Advisory Board

The Customer Advisory Board (CAB) provides recommendations to the Department of Information Services (DIS) serves as an important forum for the interchange of ideas and best practices between the state's IT leaders and individual agency staff members.

Washington State Geographic Information Council

Washington State Geographic Information Council (WAGIC) serves as a technical forum for state, federal, and local jurisdictions to jointly explore common solutions to shared geographic information issues. It includes a broad spectrum of partnerships including DIS, cities, counties, other state agencies, and various federal government agencies. During this reporting period, the WAGIC in concert with the Information Services Board developed new Geographic Information Technology (GIT) technical standards and an updated strategic plan.

- The Geographic Information System (GIS) technical standards address a common approach to documenting significant geo-spatial data holdings and for referencing location. These standards facilitate state agencies' ability to share geo-spatial data while maintaining their flexibility to store data in ways that best meet their needs.
- The new strategic plan resulted from collaboration between the ISB Committee on Geographic Information Technology and WAGIC. Central to the key strategies of the plan is developing a common vision and architecture for the deployment of the technology across state government. The plan while focused on Washington State agencies, frames its strategic objectives in the context of cross-governmental partnerships fundamental to the successful resolution of environmental, transportation, public safety and other multi-jurisdictional problems.

Development of Mission Critical GIT Applications

Agencies across the state developed mission critical GIT applications and deployed them on the Web to support citizen access and to make information more readily available to public policy makers. Selected examples of these follow.

Department of Health: EpiQMS (Epidemiologic Query and Mapping System) is an on-line application which allows citizens, public health and medical practitioners and public health agency investigators access to a state's or region's health data (death, birth, cancer registry, hospital discharge, STD, injury, emergency response, environmental justice, etc.) for the purpose of health assessment or surveillance support. Maps are a key part of this application. The site displays health outcome data at many geographic scales, such as county, state, zip code, and more.

Department of Fish and Wildlife: SalmonScape is a new, web-based interactive mapping system, to deliver scientific information to those involved in on-the-ground salmon recovery projects. SalmonScape helps recovery planners identify and prioritize the restoration and protection activities that offer the greatest benefit to fish. The site also offers a significant environmental

education tool for middle and high school students. SalmonScape merges fish and habitat data collected by state, federal, tribal, and local biologists and presents it in an integrated system that can be readily accessed by other agencies and the public.

Department of Ecology: The Environmental Information Management System (EIM), is a publicly accessible database developed and maintained by the Washington State Department of Ecology. Access to information is provided through a web-mapping interface that includes data query and downloads capabilities. EIM contains environmental data (records on physical, chemical, and biological analyses and measurements) from the Department of Ecology and affiliated local government and grantees. Including over 1.4 million environmental records from nearly 9,000 monitoring locations throughout and adjoining Washington State.

Department of Natural Resources: The Forest Practices Application Review System streamlines the processing of Forest Practices Applications and improves the public's ability to review proposed forest activities. The Forest Practices Application Review System makes use of the Internet, document imaging technology, interactive geographic information system technology, and the Oracle database system to provide for collection of Forest Practices Application information, distribution of Forest Practices Applications for regulatory and public review, risk assessment of proposed Forest Practices Application activities, and archiving of Forest Practices Applications.



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